

MEMORANDUM FOR: Deputy Director for Administration

STATINTL

SUBJECT : [REDACTED] Seminar on Leadership
22-27 June 1975

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1. On 22 June [REDACTED] will present its six-day [REDACTED] Seminar on Leadership at the [REDACTED]. The Seminar of 42 participants drawn from the four Directorates and from the Office of the DCI will be led by [REDACTED] assisted by two of his associates and three psychologists from the Psychological Services Staff of the Office of Medical Services. A description of the goals and content of the Seminar and a summary of the background [REDACTED] are attached. STATINTL

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2. [REDACTED] Seminar was selected only after careful scrutiny of executive training programs. From reports of senior Agency officers who have attended the Seminar, it appears to be the appropriate vehicle by which to carry out the DCI's injunction on executive leadership training.

3. I invite you to select participants from your organization for the 22 June Seminar. The selection should be furnished to OTR by 30 May 1975. Each of the selected participants will be asked to prepare a one-page case study for small-group discussion in the Seminar. Instructions for the case study will come later.

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[REDACTED]
Alfonso Rodriguez
Director of Training

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STATINTL The [REDACTED] Seminar utilizes a unique approach to leadership training: the direct application of psychological theory to leadership training. It teaches executives the psychological basis for leadership.

Leadership is more than managing or administering. It is the application of an understanding of human motivation in an organizational context. The more sophisticated an executive's understanding of human motivation, the better he is equipped to carry out his leadership role. The Seminar is intended to help the executive examine the psychological assumptions which underlie every managerial decision and organizational practice. The Seminar provides two kinds of help: education in the fundamental principles of human behavior, and practice in applying the principles to organizational realities.

STATINTL The [REDACTED] Seminar does not analyze the executive or involve him in hostile interaction. It is not group therapy or sensitivity training. Rather, it is a highly organized and systematic learning experience derived from clinically-based knowledge. The knowledge is translated into management practice with the guidance of a professional seminar faculty. Through lectures, films, tapes, and case studies the participating executive gains a better understanding of how and why people feel, think, and behave; which problem situations are remediable; how and when to bring problems and conflicts out into the open, and when not to; how to choose among leadership role and styles; and how to discern his own personal barriers to effective leadership.

Each participant prepares a case of his own for small-group discussion. These cases are the medium for translating basic psychological concepts into the executive's own managerial practice.

The topics covered in the Seminar are:

Principles of Personality Functioning:

A comprehensive overview of how the personality operates.

The Shaping Process:

The molding process which forms the enduring style of individual behavior.

Focused Communication:

Exploring the subtleties of person-to-person feedback and problem-solving.

The Role of the Leader:

The meaning of the leader's behavior to those who follow, and his influence on their behavior.

The Practice of Leading:

Putting the concepts into practice in everyday executive work.

The Psychological Contract:

Every organization has a psychological meaning to its members, based on their enduring needs, which affects their relationship to it.

The Management of Environment:

Some practical and specific ways an executive can alter the working situation to facilitate adaptation to change and prevent much stress.

Executive Problems:

The major crises and stresses all executives face and some modes of coping more effectively with them.

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27 MAY 1975

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Deputy Director for Administration	

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) **STATINTL** Critiques

FROM: Director of Training
1026, C. of C. Bldg.

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3245

NO.
DATE 21 May 1975

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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